

ATCD-V

MEMORANDUM THRU ^{sw} Assistant Deputy Chief of Staff for Combat
Developments *By*

TO Civilian Personnel Advisory Center

SUBJECT: Selection for Position Vacancy, Senior Military
Analyst, GS 0301-14

1. **Selection Process.** Col Joseph O. Rodriguez, Director, TSM, ODCSCD, performed the duties of selecting official. The selecting official appointed a screening panel to perform the review and evaluation of the candidate's applications for the subject position. The selection process was carried out under the guidelines of appropriate HQ TRADOC policy memoranda and the specific procedures contained in DCSCD, TRADOC Memorandum, Subject: ODCSCD Procedures and Policy for Selecting Civilian Personnel for ODCSCD vacancies. LTC Charles Boaz, Deputy TSM, briefed ADCSCD on the hiring strategy on 20 Sep 00. ADCSCD approved initiation of the hiring process.

a. Eleven candidates applications were forwarded for consideration through the Comptroller Career Program (CP11) referral process. One candidate was not considered after LTC Boaz was notified applicant involved had retired. Each member received a complete packet containing candidate applications to evaluate and return to the panel president. Panel president consolidated results, resolved discrepancies, and established a natural cut line. The screening panel's recommendations were provided to the selecting official for review and approval.

b. The selecting official interviewed four of the top qualified candidates during the period 2-10 Oct 00. All interviews were conducted in person. Subsequent to the interviews, the selecting official determined the best-qualified candidate for the position.

2. **Knowledge, Skills, and Abilities (KSA) Criteria.** The KSA criteria developed for use by the screening panel is at Encl 1. An example of the individual grading sheet is at Encl 2.

3. **Screening Panel.** Screening panel was composed of four voting members and a nonvoting panel recorder. Copy of memorandum designating members of the screening panel is at

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Encl 3. Voting member included two military officers, LTC Michael King and LTC Michael Jasenak, and two civilian government employees, Mr. Joe Ranalli and Mr. Ben Hammond. The panel president, LTC Michael Jasenak, is the Chief IAV Division, TSM, ODCSCD. LTC Michael King is the Acting Director, Combat Arms Directorate, ODCSCD. Mr. Ranalli is a GS15, Chief, Logistics Division, Combat Service Support Directorate, ODCSCD. IAW HQ TRADOC policy and guidance provided by the Civilian Personnel Office, the panel had minority representation and one or more members external to the directorate. The panel was instructed to carefully assess each candidate against the KSA criteria. A copy of the outline used by the panel president to issue instructions to the panel members is at Encl 4. Each panel member confidentially and independently reviewed each candidate file and evaluated them accordingly.

4. **Screening Panel Results.** Screening panel results (Encl 5) identified a natural cut line separating the four most qualified candidates for the position from the other applicants. The most important determinant was clear evidence of organizational leadership ability. Other critical determinants were broad combat development experience and knowledge, analytical skills, and evidence of well developed communications skills. The four candidates proposed for interview by the selecting official are:

<u>NAME</u>	<u>PANEL RANKING</u>	<u>CUMULATIVE POINTS</u>
Stephen Younger	1	205.5
Roger Anglin	2	198
James Bray	3	190.5
Walter Strieter	4	187

5. **Selecting Official's Results.** Mr. James Bray is the best-qualified candidate for this position. I conducted separate interviews with the four candidates using a standard set of questions. I determined that Mr. Bray was the best-qualified candidate based on his solid background and experience, and very strong interview.

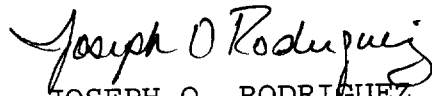
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Discussion with Mr. Bray more than reinforced his resume and the panel ratings, it provided good evidence of the application of stated organizational, managerial, and technical skills. Mr. Bray possessed the strongest knowledge of Army/ Defense Science & Technology (S&T). This knowledge of the S&T process equips him to excel in the area of developing concepts and requirements for future systems.

6. **Regulatory Prescript.** Selection of Mr. James Bray is IAW
CFR, Part 332, Subpart D.

5 Encls
as


JOSEPH O. RODRIGUEZ
Colonel, IN
TRADOC System Manager

GRADING SCALE AND SCREENING CRITERIA
SENIOR MILITARY ANALYST, GS-0301-14

Use of Screening Matrix: There are five Knowledge, Skills, and Abilities (KSAs) items used to screen each candidate. All ratings range from 0 to 4 points.

Item 1. Organizational Leadership Ability. Past experience must show evidence and currency (defined as within the last three years) of organizational leadership ability in an administrator position requiring expertise in the functions of management, the allocation of resources, prioritization of tasks, and the professional development of civilian personnel and action officers.

This item has a weight of 5. This means a raw score of 3 equals 15 points in the total.

- a. (4 points) Meets all stated KSA within the last three years.
- b. (3 points) Less than full accreditation of KSA for the 4 point level.
- c. (2 points) Meets minimum KSA, level 2 standards.
- d. (1 point) Less than full accreditation for the 2 point level.
- e. (0 points) Does not meet KSA criteria.

******* PLEASE PLACE EMPHASIS ON:**

- True supervisory experience. Currency.
- Ability to manage multiple tasks; prioritize workload and resources.
- Ability to communicate effectively, both orally and in writing, to convey complex information in a factual but concise manner.
- Ability to manage people.

Encl 1

GRADING SCALE AND SCREENING CRITERIA
SENIOR MILITARY ANALYST, GS-0301-14

Item 2. Knowledge of planning, programming, budgeting, and execution system processes, products, terminology, and guidance documents. Past experience must show evidence of broad knowledge, experience, and currency (defined as within the last three years) in combat developments.

This item has a weight of 4. This means a raw score of 3 equals 12 points in the total.

- a. (4 points) Meets all stated KSA within the last three years.
- b. (3 points) Less than full accreditation of KSA for the 4 point level.
- c. (2 points) Meets minimum KSA, level 2 standards.
- d. (1 point) Less than full accreditation for the 2 point level.
- e. 0 points) Does not meet KSA criteria.

******* PLEASE PLACE EMPHASIS ON:**

- Broad experience versus narrow scope.
- Experience in applying methodologies and techniques to balance and prioritize programs with total resource availability.
- Documented extensive work experience and knowledge in developing and staffing Concepts, ORDs, test plans, TEMPS, study plans, and BOIPs.

Item 3. Ability to Analyze, Evaluate, and Provide Recommendations to Decision Makers. Emphasis on the ability to research, develop, and make recommendations on programs, policies, and regulations, providing critical thinking, problem formulation, analysis, and synthesis.

This item has a weight of 3. This means a raw score of 3 equals 9 points in the total.

- a. (4 points) Meets all stated KSA within the last three years.
- b. (3 points) Less than full accreditation of KSA for the 4 point level.

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- c. (2 points) Meets minimum KSA, level 2 standards.
- d. (1 point) Less than full accreditation for the 2 point level.
- e. (0 points) Does not meet KSA criteria.

******* PLEASE PLACE EMPHASIS ON:**

- Analytical skills and applied techniques.
- Critical thinking and problem solving experience.
- Knowledge of Army Organization, structures, and its subsequent documentation.
- Demonstrated knowledge of the life-cycle system management model used during the development and procurement of organizations and material solutions.

Item 4. Demonstrates the ability to lead, serve, and participate with expert work groups to develop, analyze and recommend products to decision makers.

This item has a weight of 2. This means a raw score of 3 equals 6 points in the total.

- a. (4 points) Meets all stated KSA within the last three years.
- b. (3 points) Less than full accreditation of KSA for the 4 point level.
- c. (2 points) Meets minimum KSA, level 2 standards.
- d. (1 point) Less than full accreditation for the 2 point level.
- f. 0 points) Does not meet KSA criteria.

******* PLEASE PLACE EMPHASIS ON:**

- Documented ability to serve and participate in expert work groups to develop and make recommendations.

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- Demonstrated ability to prepare and conduct briefs and represent leadership at ICTs, Joint Working Groups, SAGs, WFLAs, IPTs, IIPTs, IITs, and IPRs.

Item 5. Knowledge of and ability to oversee a variety of administrative and technical work. Includes military and civilian personnel management and administration, administrative processes and management, and information management and administration.

This item has a weight of 2. This means a raw score of 3 equals 6 points in the total.

- a. (4 points) Meets all stated KSA within the last three years.
- b. (3 points) Less than full accreditation of KSA for the 4 point level.
- c. (2 points) Meets minimum KSA, level 2 standards.
- d. (1 point) Less than full accreditation for the 2 point level.
- e. (0 points) Does not meet KSA criteria.

******* PLEASE PLACE EMPHASIS ON:**

- Knowledge of military and civilian personnel management and administration.

- Knowledge of information management, technology, and office automation.

Applicant No. _____

Board Member Initials _____

Knowledge/Skills/Abilities	Score	Strengths/Weaknesses
<u>1. Organizational Leadership Ability.</u> <u>Demonstrates ability in an administrator position requiring expertise in the functions of management, the allocation of resources, prioritization of tasks, and the professional development of civilian personnel and action officers.</u>		
<u>2. Knowledge of planning, programming, budgeting, and execution system processes, products, terminology, and guidance documents.</u> <u>Experience demonstrates combat developments focus.</u>		
<u>3. Ability to analyze, evaluate, and provide recommendations to decision makers.</u>		
<u>4. Demonstrates the ability to lead, serve, and participate with expert work groups to develop, analyze, and recommend products to decision makers.</u>		
<u>5. Knowledge of and ability to oversee a variety of administrative and technical work.</u>		

ATCD-V

21 SEP 2000

MEMORANDUM FOR

ODCSCD, ATCD-SL (Mr. Joe Ranalli)
ODCSCD, ATCD-M (LTC Michael King)
ODCSCD, ATCD-V (LTC Michael Jasenak)
ODCSCD, ATCD-M (Mr. Ben Hammond)
ODCSCD, ATCD-V (LTC Charles Boaz)

SUBJECT: Hiring Action Screening Panel

1. You have been selected to serve as a member of a hiring screening panel to assist me in selecting a suitable candidate to fill the Senior Military Analyst, GS-0301-14, position within the TRADOC System Manager (TSM) for IAV/FCS, DCSCD. The position is being filled at the GS-14 level. LTC Mike Jasenak is designated as President of the panel. He is a voting member. LTC Charles Boaz is the recorder. He's a non-voter member.
2. There are ten candidates for the position. I am asking you to review and evaluate the written applications of each candidate in accordance with the enclosed documentation and verbal instructions you will receive. You are asked to independently score (0-4) the relative merit of each candidate based on the five (5) attributes described in the enclosed documentation. I have assigned each of these attributes a weighting factor to account for its relative importance to the position. Multiplying the score by the weighting factor will give the total points awarded for each attribute.
3. Once you complete evaluating each candidate and recording the results on the enclosed score sheet, I am asking you to identify the "leading candidate" for the position. This is not a set number. Rather, I expect you to decide where you believe the natural "cut-line" falls among the candidates.
4. When your work is complete, provide your results and recommendations to LTC Boaz. If there are significant differences between panel member evaluations, LTC Jasenak will be responsible for discussing and resolving these differences before providing me with a consolidated list of leading candidates. I highly recommend that you keep personal notes on your reasons for awarding each candidate a particular score. These notes are yours, and I will not ask for them. However, in the event that an appeal is filed, your notes will constitute and substantiate your reasons for your evaluations.
5. I appreciate your time and assistance.

Incl 3

Senior Military Analyst GS-0301-14

Recommending Panel Guidance:

CONFIDENTIALITY - Applications and all other material used in the evaluation process are strictly confidential and should not be discussed outside the board setting.

Procedures:

The panel recorder will provide a notebook that includes all recruitment packages. Each panel member will review all recruitment packages. Candidates are to be rated against each of the KSA's (Knowledge, Skills, and Abilities required to do the work) as defined in the rating matrix. The raw score will be entered in ink on the printed recruitment matrix, and the panel members will initial the line at the top right of the matrix form. All worksheets must be kept **close hold**. Upon completion of the review of each application, the panel member will pass the rating sheet to the recorder.

The raw scores will be entered into the electronic spreadsheet, weighted in accordance with the rating rules and computed for a total weighted score for each candidate.

Overall rating process includes:

1. Panel members will score each applicant on separate score sheets which are included in package.
2. Provide ONE numeric score per KSA for each applicant.
3. Non-merit factors such as race, sex, age, color, religion, national origin, political affiliation, marital status, or membership or nonmembership in an employee organization must not be considered in the rating process.
4. Panel members are highly encouraged and should provide remarks/justification that explain the KSA raw points assigned.
5. Raw scores will be weighted and summarized on summary spreadsheet.

Basis of Consideration: Panel members should consider the following:

1. Consistency: Raters are required to be objective and consistent. Raters will work independently in assigning ratings. Individual ratings should be documented and recorded. If there are excessive variances (more than two points) in ratings, the board members must discuss the ratings with each other to resolve the different ratings and/or document reasons. Any discussion

Incl 4

SENIOR MILITARY ANALYST, GS-0301-14 (continuation)

pertaining to candidates and their qualifications must be limited to matters directly related to the position for which the candidate is being considered.

2. Basis of Ratings: Ratings must be based on evidence the candidate meets or exceeds one of the levels on the rating scale as developed by the panel. Achievements that are considered to support the rating should be documented. Evidence may consist of behaviors described, tasks and activities carried out, or opinions provided by the applicant. Evidence may be observed in work assignments, hobbies, volunteer work, awards, training, or any other activity documented by the candidate. RATINGS MUST BE BASED ON THE AVAILABLE DOCUMENTATION ONLY - personal knowledge of the candidate will not be considered.

3. Panel members should consider all pertinent information such as experience, training, education, and awards. The evaluation should cover work behaviors or know ledges, skills, and abilities (the outcomes of training, education, and experience) rather than training, education and experience for their own sake. Single incidents cited such as a training course, an award, or a single task or activity accomplished should not be used as a sole reason for assigning a particular rating, especially the highest rating. Consider awards and training as follows:

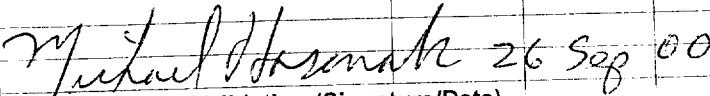
a. The possession of an appropriate award may support a high rating, but is not a prerequisite for one. If the overall history of achievement on ability is equally high amongst candidates, one candidate should not be rated low because he/she has not received an award.

b. The completion of a training course or courses may demonstrate a good level of ability, but does not imply that not having taken similar courses demonstrates a lack of the same ability. Therefore, raters should not automatically credit training or awards as an exceeded factor.

Recommendation to Selection Official:

This panel is required to rate and rank all candidates and provide justification indicating a "natural" break point in the ranking of candidates. The panel recommendation to the selecting official should include rating and ranking data to include justification of a "natural break point," which distinguishes a group of "best qualified" candidates. This information will be used by the selecting official to determine who should be interviewed.

EVALUATION MATRIX

NAME		KSA #1	KSA #2	KSA #3	KSA #4	KSA #5	TOTAL
Candidate #1	Score	15	7	13	15	13	
Anglin, Roger	x Weight	5	4	3	2	2	
	Total	75	28	39	30	26	198
Candidate #2	Score	9.5	13	11	16	13	
Bray, James	x Weight	5	4	3	2	2	
	Total	47.5	52	33	32	26	190.5
Candidate #3	Score	9	8	10	10	9	
McClellan, Timothy	x Weight	5	4	3	2	2	
	Total	45	32	30	20	18	145
Candidate #4	Score	15	4.5	9	7	13	
Lawson, Richard	x Weight	5	4	3	2	2	
	Total	75	18	27	14	26	160
Candidate #5	Score	4	14	10	10	8.5	
O'Malley, Sean	x Weight	5	4	3	2	2	
	Total	20	56	30	20	17	143
Candidate #6	Score	5	4	11	7	6	
Nobles, Jesse	x Weight	5	4	3	2	2	
	Total	25	16	33	14	12	100
Candidate #7	Score	14	4	10	8	14	
Porter, Timothy	x Weight	5	4	3	2	2	
	Total	70	16	30	16	28	160
Candidate #8	Score	8	15	15	13	8	
Strieter, Walter	x Weight	5	4	3	2	2	
	Total	40	60	45	26	16	187
Candidate #9	Score	9	4	10	9	8	
Vaul, Robert	x Weight	5	4	3	2	2	
	Total	45	16	30	18	16	125
Candidate #10	Score	10.5	16	13	15	10	
Younger, Stephen	x Weight	5	4	3	2	2	
	Total	52.5	64	39	30	20	205.5
NAME	Score						
	x Weight	5	4	3	2	2	
	Total	0	0	0	0	0	0
							
Panel President Validation (Signature/Date)							